

The Influence of Work-Life Balance, Burnout, and Job Satisfaction on Intention to Stay on Generation Z Employees in Surakarta City

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Abstract: *Generation Z has a different way of working; an imbalance can reduce performance at work. Work-life balance is essential to maintain employee productivity, especially Generation Z employees. Employees who get job satisfaction will feel comfortable and productive and want to stay in the company. This study aims to determine the Effect of Work-Life Balance, Burnout, and Job Satisfaction on the Intention To Stay with Generation Z Employees in Surakarta City. This study uses a quantitative approach using non-random sampling techniques, namely purposive sampling, where samples are taken based on specific criteria. The data collection process used a questionnaire with Likert scale measurements and a sample of 96 respondents. Data analysis was carried out with the help of statistical software, namely SPSS version 25. The results showed that variable (X1) work-life balance significantly and positively affects variable (Y) intention to stay, variable (X2) burnout significantly and does not have a positive effect on variable (Y) intention to stay, and variable (X3) job satisfaction significantly and positively affects variable (Y) intention to stay.*

Keywords: *Burnout, Intention to Stay, Job Satisfaction, Work-Life Balance*

1. Introduction

Amid globalization, many companies and other work environments are experiencing increased competition, which triggers changes in the work atmosphere. In this context, employees are often faced with high expectations and work targets, which require them to achieve optimal results, thus causing the workload they receive to become heavier (Aisy, Ghifary, and Laksmi R 2023). However, human life is limited to work and personal needs that require balance, especially for Generation Z employees (Rachmadini & Riyanto, 2020).

Generation Z was born and developed amidst the advancement of the digital era (Fathiyah and Bambang Niko Pasla 2021). The characteristics of this generation are different from previous generations, especially in terms of how they behave and their passion for work (Putri, 2024). SEEK revealed that Generation Z prioritizes jobs with positive social impact over positions in well-known companies. They prefer work environments that support personal growth rather than those with a "toxic" atmosphere. As digital natives, Gen Z is accustomed to flexibility, so they look for jobs that provide freedom and the importance of salary commensurate with responsibilities. Their experiences during the pandemic have also enhanced their critical thinking and problem-solving skills, now a focal point in their careers (Salsabilla, 2024).

Gen Z's needs for a positive work environment are essentially the same as those of other generations in the workforce, where the workplace greatly influences performance and productivity. Experts claim that everything that surrounds employees while they carry out their responsibilities and has the potential to affect their performance is included in the work environment. It encompasses external and internal elements that impact the work environment and results, including non-physical elements like respect for diversity, communication, and teamwork, as well as physical elements like temperature, lighting, and ergonomic furniture. Stress

can be decreased, a more positive work experience can be created, and productivity can rise in a pleasant and healthy setting (Hakim, 2023).

The absence of work-life balance can cause a decrease in employee performance and then cause workload, which is characterized by increased job demands. A high workload can cause stress (Gaol, Deti, and Yusuf, 2023). A situation like this is called *burnout*, which is physical, mental, and emotional exhaustion in the workplace. Additionally, burnout may negatively affect employee performance and harm the business. This burnout is often caused by pressures from prolonged routines and stress in the work environment, which can affect employee loyalty and satisfaction levels (Ni Made Pradnya Dhaniswari and Sudarnice 2024).

Implementing a work-life balance system, Also called work-life balance, helps sustain and enhance high-performing employees. This system is essential for employees, especially for members of Generation Z (Hizkia Panjaitan, Henry Eryanto, and Suherdi Suherdi, 2023). Generation Z's work paradigm is different from that of previous generations. Generation Z sees work differently. They emphasize balancing personal and professional lives (Putri, 2024). Something that can balance life and work is defined as involvement in various roles that involve time, involvement, or commitment (Nurjanah & Indawati, 2021). Work-life balance has a good effect on how employee performance is implemented. This system creates a favorable outlook among employees, who believe that the company provides space to meet their personal needs rather than just demanding work responsibilities. This positive outlook helps create a sentimental bond between workers and the company, showing that the company cares about balancing employees' personal and professional lives (Hizkia Panjaitan et al., 2023).

Companies need a productive and highly motivated workforce to achieve ideal performance and targets. Workers will feel more comfortable working if they achieve job satisfaction by expectations, which impacts their consistency and productivity (Arumningtyas & Trisafidaningsih, 2021). Employee job satisfaction can be understood as a positive feeling experienced by individuals, especially those who work towards the work they are doing. This sense of satisfaction arises when there is harmony between employees' hopes, ideals, or aspirations and their work, which the company or organization supports as a tool to make it happen (Dewi, Setiadi, and Mulyantini, 2022). Handoko asserts that job satisfaction is how employees view their jobs, which is reflected in their feelings of comfort or discomfort they experience (Indra & Rialmi, 2022).

The higher employees who are more satisfied with their jobs report feeling less stressed at work. On the other hand, perceived job stress tends to rise as job satisfaction declines. A company or organization benefits from high job satisfaction levels, such as increased profits, productivity, and work efficiency. In addition, job satisfaction also contributes to decreased employee turnover rates, increased loyalty, and a greater tendency for employees to have an Intention to Stay in the company. Most companies understand the role that human resources play in fostering the success of their business; it is imperative to pay attention to the intention to stay. Efforts to retain employees are related to their desire to remain in the organization. Companies must create an environment where employees feel valued and considered important (Dewi & Mulyanto, 2024).

Research conducted by Ni Made Pradnya Dhaniswari and Sudarnice (2024) explained that "research involving 30 Generation Z individuals living in Denpasar demonstrates how work-life balance has a major impact on employee performance. This demonstrates how work-life balance combines ambition and career with happiness, leisure, family, and spiritual growth. In addition, the phenomenon of burnout can also affect employee performance, which is caused by various factors, including chronic stress experienced in the workplace."

Furthermore, as explained by a study by Aisy et al. (2023), burnout among Generation Z workers can have detrimental effects on the worker and the workplace. This can cause mental disorders, decreased work quality and performance, and more irritability and tending to withdraw from social interactions. In addition, they also become more prone to health problems. Given these adverse consequences, it is important for human resource management to formulate policies that can improve employee well-being.

Based on this explanation, the author believes it is important to research Generation Z. The group is starting to dominate the job market with different characteristics and needs from previous generations. They are more concerned about the balance between their personal and work lives

and are more responsive to issues of job burnout, which is a factor in job satisfaction. Therefore, I plan to research the job satisfaction of Generation Z employees in Surakarta City with work-life balance and burnout variables.

2. Literature Review

2.1 Intention To Stay

According to Santoro and Solichin in Sitanggang & Azzuhri (2023), the intention to stay is a person's tendency to remain in the organization voluntarily without pressure, according to his personal decision. This opinion is in line with Ibrahim, who describes intention to stay as a condition in which a person decides to stay in the organization until a situation forces him out. Meanwhile, Putra mentions two dimensions that can be used to measure intention to stay, which include thoughts of staying, which include the desire to remain in the current organization as well as thoughts about this job, which include the tendency not to look for other alternatives outside the organization being followed. Thus, a person can choose voluntarily to remain committed to the organization to stay where he works. According to Putra (2012) in Listyani & Suryawirawan (2023), These are the indicators used in this study: considering staying or staying, considering work, considering leaving the company, and considering job offers.

2.2 Work-Life Balance

The situation in which a person can organize and balance the time between personal interests, family life, and work in their workplace well is called work-life balance (Adriati & Damayanti, 2023). Delecta asserts that a person's capacity to plan and manage their personal and professional lives is called balance, commitment to family, and other responsibilities outside work (Sihotang & Sitompul, 2024). This statement aligns with the view that work-life balance is a reference for managing the three dimensions of human life well: organizational, social, and personal. According to Nugraha et al. (2020), in a study cited by Listyani and Suryawirawan (2023), these are some of the indicators used in this study: time balance, engagement, and satisfaction.

2.3 Burnout

Burnout is defined as a condition of exhaustion caused by prolonged and excessive stress. In this state, a person feels incompatible with the demands or character of the job, which can trigger emotional exhaustion, depersonalization, and low self-achievement (Dewi et al., 2022). According to Maslach and Leiter, burnout is an adverse emotional reaction at work, particularly when an individual endures extended stress (Maulana & Mardalis, 2023). Depersonalization, exhaustion, and a diminished capacity for stress management are the hallmarks of burnout, a psychiatric illness. Carrying out daily activities. This condition can lead to anxiety, depression, or even sleep problems. According to Baron and Greenberg, several signals indicate fatigue (2008) in R. S. Dewi et al. (2022), which is then grouped into burnout, which has four dimensions: physical fatigue, emotional fatigue, mental fatigue, and low self-achievement.

2.4 Job Satisfaction

Because each person has a different level of satisfaction with their values, job satisfaction is essentially individualized, as Afifah et al. (2022) expressed. After analyzing its many aspects, Robbins and Judge explain that job satisfaction is a positive emotion that arises from one's employment. People who are highly satisfied with their jobs typically feel good about their jobs, while those who feel less satisfied experience negative feelings (Arumningtyas & Trisafidaningsih, 2021). Therefore, job satisfaction is essential for every employee, including Generation Z employees, because this helps them carry out their duties well and achieve the targets set by the company Perusahaan (Ridwan et al., 2023). Bahri (2018) and (Dewi et al., 2022) state that to measure job satisfaction; several factors need to be considered, including opportunities for development, ability to work, employee feelings while working, working conditions, salary, coworkers, and work situations.

3. Hypothesis Development

Taking into account the explanation of the background and problems that have been presented earlier, we propose the following hypothesis as a step to dig deeper and analyze the issue at hand:

H1: Work-life balance has an effect on the intention to

Research by Alwi et al. (2024) *demonstrated* that the desire to remain significantly affects work-life balance. Employees at private firms will be more inclined to stay with the company if they believe that their personal and professional lives are more balanced. This is also supported by Listyani and Suryawirawan (2023) and Rezeki (2023), who state that a healthy work-life balance significantly improves *the intention to stay*.

H2: Burnout affects the intention to stay

According to research by Rahman (2023), burnout has a detrimental impact on *the intention to stay*. An organization must reduce workers' desire to quit and enhance their intention to stay to avoid hurdles in pursuing their objectives. Additionally, they stress that employee retention significantly impacts organizational performance since, without personnel, the business cannot accomplish its objectives. This study supports that of Gustama (2020), who found that burnout significantly and negatively affects the inclination to stay.

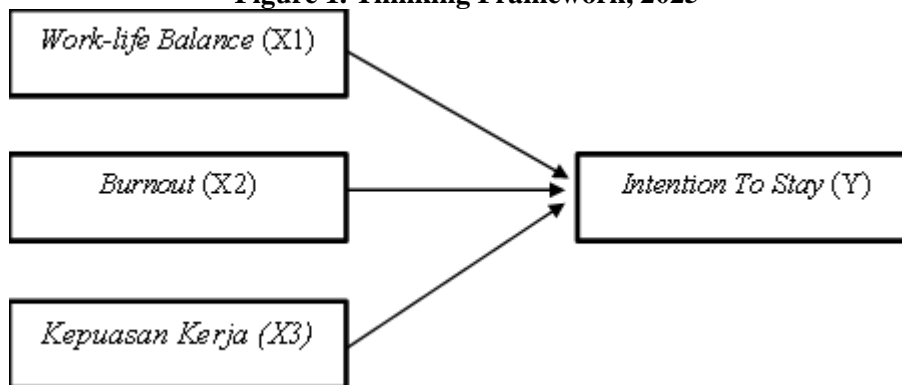
H3: Job satisfaction affects *the intention to stay*

Research conducted by Sitanggang and Azzuhri (2023) demonstrates that factors related to work satisfaction significantly impact the intention *to stay*. The higher the level of satisfaction felt, the more likely the member will choose to stay in the organization or group. Conversely, if members are dissatisfied with the results of their work, this can reduce their motivation to stay involved. Thus, it is important to understand how job satisfaction relates to members' decision to remain in an environment. This is supported by Budi Santoso and Yuliantika (2022) and Monica and Prasetyo (2021), who assert that the job satisfaction variable greatly and favorably influences the intention to stay.

4. Research Model

The framework is the main structure of the research, following the sequence from problems, opportunities, approaches, identification and mapping, modeling, and evaluation to results. Essentially, the research serves as a framework for connecting the concepts to be examined or measured in the process to be carried out (Syahputri, Fallenia, and Syafitri, 2023).

Figure 1. Thinking Framework, 2025



5. Method

The approach used in this study is quantitative research. Sugiyono (2017) explains that quantitative methods involve measuring, calculating, and applying mathematical formulas that allow researchers to conduct statistical testing. The study's participants are Surakarta City's Generation Z workers. The Bernoulli formula calculates the sample size since this study's population and proportions are unknown (Solihin, 2020). Based on calculations with this Therefore, 96 respondents are known to be the bare minimum of samples needed. Therefore, this study will use 96 questionnaires as a sample, which is considered sufficient for analysis.

Researchers employ data-gathering strategies to get precise and tangible information for a study. In this context, purposive sampling is one of the non-random sampling approaches used, where samples are taken based on specific criteria. Each selected individual is considered to have relevant knowledge about the topic under study, Facilitating the investigation of the object or social context being studied (Hadiningrum, 2020). Statistical software, specifically SPSS version 25, was used to analyze the data.

6. Result

1. Validity Test

The validity test results show that the count values for the variables measuring intention to stay, burnout, work-life balance, and job satisfaction are all greater than 0.2006. This implies that each questionnaire is valid and appropriate for gathering data for this study.

2. Reliability Test

The variables are considered reliable if the A Cronbach's Alpha value is greater than 0.60, suggesting that the tool is dependable for gathering data. This means the measurement results will be consistent if repeated measurements are made.

Table 1. Validity Test

Variable	Cronbach's Alpha	Reliability Standart	Description
<i>Work-Life Balance (X1)</i>	0.805	0,60	Reliable
<i>Burnout (X2)</i>	0,802	0,60	Reliable
Kepuasan Kerja (X3)	0,795	0,60	Reliable
<i>Intention To Stay (Y)</i>	0,816	0,60	Reliable

Source: SPSS 25 Data Processing Results, 2024

Cronbach's Alpha value is above 0.60, indicating that the results of these calculations make statements on all research variables reliable.

**Table 2. Uji Normalitas Kolmogorov-Smirnov
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		96
Normal Parameters ^b	Mean	0,0000000
	Std. Deviation	1,53201073
Most Extreme Differences	Absolute	0,071
	Positive	0,071
	Negative	-0,057
Test Statistic		0,071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

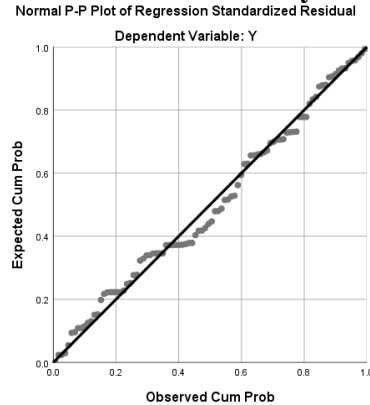
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS 25 Data Processing Results, 2024

The table above explains that the probability is $0.200 > 0.50$, so the distribution can be declared normal.

Table 3. P-Plot Normality Test



Source: SPSS 25 Data Processing Results, 2024

The normality test findings show that the data spreads around the diagonal line and moves in its direction. Therefore, the data may be said to be regularly distributed, which satisfies the premise of normalcy.

3. Heteroscedasticity Test

Table 4. Heteroscedasticity Test

Variables	Nilai sig. (2-tailed)	Description
<i>Work-Life Balance</i> (X1)	0,448	No Heteroscedasticity
<i>Burnout</i> (X2)	0,133	No Heteroscedasticity
Job Satisfaction (X3)	0,777	No Heteroscedasticity

Source: SPSS 25 Data Processing Results, 2024

According to the Glejser technique test findings, the significance value (2-tailed) for each independent variable is greater than 0.05, indicating that the regression model is not heteroscedastic.

4. Multicollinearit Test

Table 5. Multicollinearity

Variable	Tolerance	VIF	Keterangan
<i>Work-Life Balance</i> (X1)	0.525	1.906	No Multicollinearity
<i>Burnout</i> (X2)	0,395	1.564	No Multicollinearity
Job Satisfaction (X3)	0,395	2.532	No Multicollinearity

Source: SPSS 25 Data Processing Results, 2024

The results of the multicollinearity test show no multicollinearity between variables since the VIF is not larger than 10 and the collinearity statistic column of the tolerance value is greater than 0.10.

5. Determination Coefficient Test

Table 6. Test Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	0,730	0,721	1,557

a. Predictors: (Constant), X3, X1, X2

Source: SPSS 25 Data Processing Results, 2024

From the table above, it can be seen that 0.721 is the coefficient of determination (Adjusted R Square) obtained. This shows that the work-life balance variable (X1), Burnout (X2), and job satisfaction (X3), or with a percentage of 72.1%, influence the variable intention to stay (Y) of generation Z employees in the city of Surakarta.

6. F test (simultaneous)

Table 7. F Test Results (simultaneous)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	602,769	3	200,923	82,903	.000 ^b
	Residual	222,970	92	2,424		
	Total	825,740	95			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: SPSS 25 Data Processing Results, 2024

Based on the table above, it can be seen that the significant value is $0.000 < 0.05$, so all independent variables simultaneously affect the intention to stay.

7. Hypothesis Test

Table 8. Results of Hypothesis t
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,906	1,201		3,251	0,002
	Work-Life Balance	0,298	0,076	0,295	3,940	0,000
	Burnout	0,001	0,046	0,002	0,029	0,977
	Satisfaction Work	0,564	0,002	0,622	6,123	0,000

Source: SPSS 25 Data Processing Result, 2024

Based on the results of the partial test (t-test) can be analyzed as follows:

- a. The work-life balance variable's t-test findings indicate that, at a significance level of $0.000 < 0.05$, the count is $3.940 > t$ table 1.661. Thus, H1 is accepted while Ho is denied, indicating that work-life balance significantly and favorably influences the intention to stay.
- b. With a significance threshold of $0.977 > 0.05$, the burnout variable's t-test findings indicate that the count is $0.029 < t$ table 1.661. Thus, Ho is approved, and H2 is denied, indicating that burnout significantly and negatively affects the inclination to stay.
- c. The work satisfaction variable's t-test indicates that, at a significance level of $0.000 < 0.05$, the count is $6.123 > t$ table 1.661. Therefore, H3 is accepted, and Ho is refused, indicating that the desire to stay is positively and significantly impacted by work satisfaction.

7. Discussion

H1: Work-life balance (X1) affects intention to stay (Y)

According to the findings of the t-test, the work-life balance variable shows that the count is $3.940 > t$ table 1.661 with a significance of $0.000 < 0.05$. This shows that Ho is rejected and H1 is accepted. Thus, it can be said that work-life balance significantly and favorably influences the

intention to stay, which is important to consider when discussing Generation Z in Surakarta. People born between the middle of the 1990s and the beginning of the 2010s, known as Generation Z, have unique characteristics in terms of the expectations and values they bring to the workplace, where they prioritize work flexibility and an environment that supports self-development. Thus, work-life balance is important in their decision to stay with a company. The results of this study are supported by Alwi et al. (2024), who show that work-life balance provides many advantages to the intention to stay. It is also supported by Listyani & Suryawirawan (2023) and Rezeki (2023), who show that the younger generation, including Generation Z, is very concerned about this aspect when choosing their careers. Therefore, companies in Surakarta need to adopt policies that support work-life balance to attract and retain young talent, increasing job satisfaction and intention to stay among Generation Z employees.

H2: Burnout (X2) affects intention to stay (Y)

According to the t-test results, the burnout variable indicates that $count\ 0.029 < t_{table}\ 1.661$ with a significance level of $0.977 > 0.05$. This shows that burnout has a negative and significant effect on the intention to stay, which is important to consider in the context of Generation Z in Surakarta. Generation Z, known for their unique characteristics, often faces high pressure in the work environment, especially in this fast-paced digital era. This study supports Rahman (2023) and Dan Gustama (2020), who found that burnout has a detrimental impact on the intention to stay. Therefore, companies in Surakarta need to be aware of the impact of Burnout on Generation Z employees and take the necessary steps to reduce burnout. Measures to create a more supportive work environment and reduce stress to improve employee retention and job satisfaction among this younger generation.

H3: Job satisfaction (X3) affects intention to stay (Y).

According to the findings of the t-test, the job satisfaction variable shows that the count is $6.123 > t_{table}\ 1.661$ with an importance level of $0.000 < 0.05$. This shows that H_0 is turned down while H3 is approved. Thus, it can be said that job satisfaction significantly and favorably affects *the intention to stay*; this is very relevant for Generation Z in Surakarta. Generation Z, known for their high expectations of a helpful workplace, highly values job satisfaction as one of the key factors in choosing and staying in a job. This research is supported by Sitanggang & Azzuhri (2023), who found that job satisfaction variables significantly impact the intention to stay. Also supported by Budi Santoso and Yuliantika (2022) and Monica and Prasetyo (2021), results indicate that the work satisfaction variable positively and significantly impacts the desire to stay. Therefore, companies in Surakarta need to pay attention to factors that increase job satisfaction, such as a positive work environment, development opportunities, and work-life balance, to attract and retain Generation Z talent who crave a fulfilling and meaningful work experience.

8. Conclusion

The following conclusions may be drawn from the discussion's outcomes:

- a. Work-life balance positively and significantly influences retention intention.
- b. burnout significantly and negatively affects the intention to stay.
- c. intention to stay is positively and significantly impacted by job satisfaction.

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